

**Special Revenue Funds** are used to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes. Included in special revenue funds are:

Metro Alarm Fund revenues and expenditures.

Zoo and Martin Luther King Park Improvements grant revenues and expenditures.

Solid Waste Management revenues and expenditures.

Office of Planning and Development which encompasses Federal, State and Local grant revenues and expenditures.

**■ charges for services**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Metro Alarm Fund	(574,800)	(526,873)	(487,298)	(486,863)

**Description**

*This fund is used to account for the enforcement of City Ordinance 4640. The purpose of this ordinance is to encourage alarm users and alarm businesses to maintain operational reliability; properly use alarm systems; and to reduce or eliminate false alarm dispatch requests. The ordinance requires alarm users to maintain valid permits for the operation of alarm systems and establishes a fee structure for such permits.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Personnel Services	308,724	215,264	221,952	278,616
Materials & Supplies	101,760	141,387	131,933	143,618
Total Expenditures	410,484	356,651	353,885	422,234
Program Revenue	(570,800)	(526,873)	(487,298)	(486,863)
Net Expenditures	(160,316)	(170,222)	(133,413)	(64,629)
<i>Funded Staffing Level</i>	5.00	5.00	5.00	6.00
Authorized Complement				6

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Maximize alarm revenue collections	To track and acquire new accounts and maintain billable accounts	Percent increase in revenue collections	14%	5%	10%
Provide employee career development through professional skills training and job-related cross training	To cross-train employees on job-related responsibilities by June 2008	Number of employees cross-trained	6	8	8
Provide employee career development through professional skills training and job-related cross training	To provide skill enhancement training to employees	Number of new employees attending skills training	3	2	4
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Percent reduction of False Alarm Calls	17%	20%	25%
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Percent of revenues collected from penalty fees	12%	15%	18%

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Number of False Alarm classes conducted annually	6	9	9
To increase fee structure for commercial/alarm users	To present research and real occurrence status to the Council and Commission for approval in amending the ordinance	Percent increase in revenues collected due to new fee structure	Not Measured	3%	10%

**FINANCE**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Metro Alarm Fund</i>			
ADMR METRO ALARM	1		
CLERK ACCOUNTING A	1		
CLERK GENERAL A	2		
SPEC METRO ALARM	1		
ALARMS DATA ANALYST	1		
	<u>6</u>		
<b>Total Metro Alarm Fund</b>	<b>6</b>		
<b><u>TOTAL FINANCE</u></b>	<b><u>6</u></b>		



**Description**

*The Memphis Zoo preserves wildlife through education, conservation and research. The Zoo is operated through a public/private partnership between the City of Memphis and Memphis Zoological Society.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Materials & Supplies	50,986	95,000	95,000	95,000
Net Expenditures	50,986	95,000	95,000	95,000



**PARK SERVICES**

*AUTHORIZED COMPLEMENT*

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<p style="text-align: center;"><u><b>TOTAL PARK SERVICES</b></u></p>	<p style="text-align: center;"><u><b>0</b></u></p>		



**Description**

*To reimburse the City of Memphis for expenditures on behalf of the Martin Luther King Park Improvements. Funding is provided by a leasing contract with Williams Refinery (MAPCO).*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Personnel Services	178,228	154,142	273,456	258,754
Materials & Supplies	2,454	0	589	0
Capital Outlay	0	47,540	0	0
Transfer To Fixed Assets Capital	0	0	0	0
<b>Total Expenditures</b>	<b>180,682</b>	<b>201,682</b>	<b>274,045</b>	<b>258,754</b>
Program Revenue	(136,510)	(131,000)	(2,362)	0
<b>Net Expenditures</b>	<b>44,172</b>	<b>70,682</b>	<b>271,683</b>	<b>258,754</b>
<i>Funded Staffing Level</i>	6.00	6.00	6.00	6.00
Authorized Complement				6

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
To increase the maintenance level of the existing services at Martin Luther King Park.	To provide site-based personnel	Number of personnel	6	6	6
To increase the maintenance level of the existing services at Martin Luther King Park.	To maintain coordination and cooperation between Park Services and Premco	Number of meetings	3	3	3

**PARK SERVICES**

*AUTHORIZED COMPLEMENT*

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>MLK Park Improvements</i>			
DRIVER TRUCK	4		
FOREMAN GROUNDS MNT	2		
<b>Total MLK Park Improvements</b>	<b>6</b>		
<b><u>TOTAL PARK SERVICES</u></b>	<b><u>6</u></b>		



## Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	29,013,672	28,754,922	28,918,107	30,064,841
Materials & Supplies	9,376,663	7,736,240	8,918,655	9,113,852
Capital Outlay	265,093	418,775	436,136	414,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	13,724,960	13,975,290	13,812,908	13,995,136
Transfers out	1,662,215	1,559,657	1,662,215	2,693,215
Total Expenditures	54,042,603	52,444,884	53,748,021	56,281,819
Program Revenue	(50,780,847)	(52,370,250)	(51,003,335)	(59,171,170)
Net Expenditures	3,261,756	74,634	2,744,686	(2,889,351)
<i>Funded Staffing Level</i>	605.00	607.00	584.17	603.00
Authorized Complement				603

**Description**

*Provide organizational effectiveness by administrative support to all solid waste service centers.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Personnel Services	1,452,038	1,617,120	1,486,333	1,692,831
Materials & Supplies	598,371	493,600	523,191	543,600
Capital Outlay	(7,297)	(6,000)	(15,000)	(10,000)
Transfer To Fixed Assets Capital	0	0	0	0
<b>Total Expenditures</b>	<b>2,043,112</b>	<b>2,104,720</b>	<b>1,994,524</b>	<b>2,226,431</b>
Program Revenue	(50,396,593)	(52,120,250)	(50,913,912)	(58,998,170)
<b>Net Expenditures</b>	<b>(48,353,481)</b>	<b>(50,015,530)</b>	<b>(48,919,388)</b>	<b>(56,771,739)</b>
<i>Funded Staffing Level</i>	37.00	37.00	36.00	36.00
Authorized Complement				36

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all quarterly forecasts
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Complete a study to determine the cost savings feasibility in using City crews to service all or parts of the area currently being serviced by contractors before the current Collections contract expires in June of 2009	Completion of feasibility study	Collecting Company statistical data	New Contract Executed	Completed

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Complete the re-routing of all collection routes by end of the fiscal year in order to increase services through reassigning a percentage of crews to other service initiatives and programs	Completion of re-routing process	Complete GIS Rating Computer Software Training	Monitor + adjust routes as needed	Monitor + adjust routes as needed
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Implement an aggressive plan which includes reorganizing personnel and responsibilities to reduce the repair completion time of all damaged carts by 15% in order to improve customer satisfaction	Average completion time percentage (Based on open & closed S/R dates)	5.6 days	5 days	5 days
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Aggressively monitoring all personnel responsible for answering the department's phones to ensure proper coverage and professional attitudes at all times in order to achieve an average response time of less than 30 seconds and an average service level of 70%	Average response time and service level (Derived from Daily Symposium Telephone Report)	37/15	<30/70	<30/70
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	814	560	560

**Description**

*To protect and promote public health by providing solid waste collection services to the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Personnel Services	24,755,889	24,277,203	24,643,592	25,411,032
Materials & Supplies	8,489,295	6,899,005	8,116,129	8,126,617
Capital Outlay	272,390	424,775	451,136	424,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	7,245,057	7,175,290	6,923,000	7,295,136
Transfers out	1,662,215	1,559,657	1,662,215	2,693,215
<b>Net Expenditures</b>	<b>42,424,846</b>	<b>40,335,930</b>	<b>41,796,072</b>	<b>43,950,775</b>
<i>Funded Staffing Level</i>	515.00	518.00	501.00	514.00
Authorized Complement				514

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	Meeting all quarterly forecasts	Meeting all quarterly forecasts
Improve overall customer service and satisfaction in residential collections, which includes weekly curbside trash, garbage and recycling pick-up service	Implement an aggressive plan to increase customer service relations by reducing the number of valid service complaints by 10% for the fiscal year by monitoring crews' activities and productivity throughout the routes to ensure that every customer has received a level of service that meets their demands and expectations	Number of complaint calls	31,863	6,925	28,677



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Reduce employee absenteeism	Implement an aggressive management strategy to improve the overall daily attendance by 15% attendance for the fiscal year by monitoring and regulating sick leave abuse in accordance with established policies	Yearly attendance percentage (Man days worked vs sick leave and man days worked)	92.20%	94.60%	94.60%
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	6747	5,370	5020
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	15	15	15

**Description**

*To process/transfer and dispose of municipal waste for approximately 650,000 residents of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Personnel Services	2,109,358	2,195,309	2,159,343	2,267,867
Materials & Supplies	124,113	87,210	77,210	87,210
Service charges	6,479,903	6,800,000	6,889,908	6,700,000
Net Expenditures	8,713,374	9,082,519	9,126,461	9,055,077
<i>Funded Staffing Level</i>	43.00	43.00	42.08	43.00
Authorized Complement				43

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	Meeting all quarterly forecasts	Meeting all quarterly forecasts
To protect public health and the environment, by providing safe, efficient, and economical disposal service of solid waste in a cost-effective manner	Reduce the number of cubic yards taken to the Class III & IV landfill by 5% for the fiscal year by aggressively monitoring property owners and contractors and holding them more accountable for the removal and disposal of debris outside the scope of City ordinances and continue to develop additional strategies	Reduction in disposal cost	166,272	152,050 Cuyd	152,050 Cuyd
Increase the utilization of the City's investment in its transfer stations and transportation vehicles	Improve efficiency by increasing the total amount of waste processed through the transfer stations versus being delivered directly to the landfill by 10% by the end of the fiscal year	Percentage of waste processed through transfer stations	130,347	158,000	158,000



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	528	440	440
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	1	1

**Description**

*To provide the citizens of Memphis the opportunity to participate in a convenient and effective yard waste diversion and curb side recycling program conserving landfill capacity and natural resources.*

**Operating Budget**

<b>Category</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Forecast</b>	<b>FY 2011 Projected</b>
Personnel Services	696,387	665,290	628,839	693,111
Materials & Supplies	164,884	256,425	202,125	256,425
Total Expenditures	861,271	1,426,390	830,964	949,536
Program Revenue	(384,254)	(250,000)	(89,423)	(173,000)
Net Expenditures	477,017	671,715	741,541	776,536
<i>Funded Staffing Level</i>	10.00	10.00	9.58	10.00
Authorized Complement				10

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2009</b>	<b>Estimated FY 2010</b>	<b>Proposed FY 2011</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	Meeting all qtrly forecast	Meeting all qtrly forecast
To protect the environment and conserve natural resources by providing technical assistance on the elimination, reduction, reuse and recycling of wastes and pollutants through diverting the highest possible amount of materials from the landfills	Develop a comprehensive strategy/ plan to increase participation in residential recycling in order to increase the annual volume by 10,000 tons	Number of tons	9,503	Maintain new participation levels	Maintain new participation levels



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
To protect the environment and conserve natural resources by providing technical assistance on the elimination, reduction, reuse and recycling of wastes and pollutants through diverting the highest possible amount of materials from the landfills	Increase education relating to recycling by planning and participating in 50% more activities such as community and education events that provide an opportunity to increase awareness regarding the importance of recycling	Number of events	85	75	75
Ensure that each employee's skill levels remain high	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	166	160	160

**PUBLIC WORKS**

**AUTHORIZED COMPLEMENT**

<b>Service Center/Position Title</b>	<b>Authorized Positions</b>	<b>Service Center/Position Title</b>	<b>Authorized Positions</b>
<u>Solid Waste Administration</u>		SUPER DISPOSAL SP WASTE	1
ACCOUNTANT ASSOCIATE A	1	SUPER TRANSFER STATION	3
ADMR SOLID WASTE OPER	1	TECH DISPOSAL	2
CLERK ACCOUNTING B	1	TECH TRANSFER STATION	1
CLERK GENERAL B	5	<b>Total Solid Waste Disposal</b>	<b>43</b>
COORD FLEET MAINT	1	<u>Solid Waste Recycling</u>	
CREWPERSON	2	ADMR RECYCLING	1
FOREMAN SOLID WASTE	2	CREWPERSON	1
INSP SERVICE FEE	2	DRIVER TRACTOR TRAILER	1
INSP SERVICE FEE SENIOR	2	MECH HEAVY EQUIP	3
MECH MNT	12	MGR COMPOST	1
MGR SOLID WASTE FEES	1	MGR RECYCLING	1
MGR SUPPORT SVCS SWM	1	REP RECYCLING	1
SECRETARY A	1	SECRETARY C	1
SECRETARY C	1	<b>Total Solid Waste Recycling</b>	<b>10</b>
SPEC HEALTH SAFETY	1	<b><u>TOTAL PUBLIC WORKS</u></b>	<b><u>603</u></b>
SPEC SOLID WASTE FEES	1		
SUPER CART CENTRAL	1		
<b>Total Solid Waste Administration</b>	<b>36</b>		
<u>Solid Waste Collections</u>			
ADMR SOLID WASTE SECTOR	2		
CLERK GENERAL A	1		
CLERK GENERAL B	10		
CREWCHIEF	154		
CREWPERSON	241		
DISPATCHER	1		
DRIVER TRUCK	57		
MGR SANITATION AREA	5		
OPER HEAVY EQUIP LD	5		
OPER SPEC EQUIP II	13		
SUPER AREA IMPROVEMENT	5		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	18		
<b>Total Solid Waste Collections</b>	<b>514</b>		
<u>Solid Waste Disposal</u>			
CREWPERSON	5		
DRIVER TRACTOR TRAILER	20		
DRIVER TRUCK	9		
OPER HEAVY EQUIP	2		



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
<b>Grant Expenditures</b>				
Depot Redevelopment Agency	102,347	107,235	107,235	335,310
Industrial Development Board	585,953	600,000	600,000	600,000
Neighborhood Planning/CRA	190,964	490,561	490,561	504,193
CRA/Projects	4,327,231	3,618,849	3,618,849	3,569,500
Tree Bank	0	27,959	27,959	27,959
<b>Total Expenditures</b>	<b>5,206,495</b>	<b>4,844,604</b>	<b>4,844,604</b>	<b>5,036,962</b>
<b>Grant Revenues</b>				
Depot Redevelopment Agency	0	(107,235)	(107,235)	(335,310)
Industrial Development Board	0	(600,000)	(600,000)	(600,000)
Neighborhood Planning/CRA	(171,902)	(490,561)	(490,561)	(504,193)
CRA Projects	(2,964,835)	(3,618,849)	(3,618,849)	(3,569,500)
Tree Bank	(500)	(27,959)	(27,959)	(27,959)
<b>Total Revenues</b>	<b>(3,137,237)</b>	<b>(4,844,604)</b>	<b>(4,844,604)</b>	<b>(5,036,962)</b>